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Personnel TWO

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# HANDBOOK FOR EMPLOYEES



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CENTRAL INTELLIGENCE AGENCY

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Central Intelligence Agency  
Washington 25, D.C.  
15 December 1948

To All Employees of CIA:

There is a big job being accomplished by CIA today. A bigger job lies ahead. To accomplish our mission will require the best efforts of all of us.

The purpose of this booklet is to make available to you information and Personnel Regulations of which you should have knowledge. I believe this information will assist you in your daily work and in turn make you a better employee for the Central Intelligence Agency.

STATINTL

[Redacted]  
Director

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#### FOREWORD

The purpose of this booklet is to provide a quick and easy official reference to regulations and policies of the government service, the Civil Service Commission and Central Intelligence Agency.

You will note that most sections are preceded or followed by the official CIA publication numbers which cover subjects in full. By this means, the booklet is also a reference guide to complete official instructions.

In the event questions arise which this booklet does not cover, you should seek the advice of your immediate supervisor or the administrative officer of your office or branch.

Policies and regulations change from time to time to meet changing conditions. As cost of publication precludes frequent reproduction of this booklet, you should note future changes in your handbook to keep it current and useful to you.

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THE CENTRAL INTELLIGENCE AGENCY AND ITS  
PLACE IN THE NATIONAL SECURITY PROGRAM

The Central Intelligence Agency, formerly the Central Intelligence Group, became a permanent and independent Government agency with the passage of the authority of the National Security Act of 1947.

The Central Intelligence Agency was established under the National Security Council "for the purpose of coordinating the intelligence activities of the Government in the interest of national security."

## II THE CLASSIFICATION ACT OF 1923, AS AMENDED

The Classification Act was originated as a working plan to relate salaries to the character and importance of the work for which salaries were paid. It established (1) the services within which all classified positions of the Federal Civil Service fall; (2) the grades which are subdivisions of the services; (3) the classes of similar positions within the services; (4) pay schedules; and (5) an efficiency rating system.

The services provided for are the Professional and Scientific Service (P); the Sub-professional Service (SP); Clerical, Administrative, and Fiscal Service (CAF); Crafts, Protective, and Custodial Service (CPC); and the comparatively small Clerical-Mechanical Service (CM).

The Act further provides for:

- (1) Initial salary for grades of service and within-grade salary advancements.
- (2) An efficiency rating system to measure the degree of an employee's efficiency which will constitute grounds for an increase or decrease in the rate of compensation paid him.

## III EMPLOYMENT

Because of the nature of the work, all positions within the Central Intelligence Agency are excepted from the competitive Civil Service requirements and examination. However, the appointing officer may, if he desires, fill any position in the Agency, either by appointment through the competitive system from a certificate of eligibles issued under authority of the Commission, by promotion, transfer, or reinstatement in accordance with the Civil Service Rules

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and Regulations. This permits civil service career employees to be eligible for appointment to a competitive position to retain or acquire a competitive status; and no person need suffer loss of any civil service rights he may have, or for which he may become eligible, by virtue of his employment in the Central Intelligence Agency, except for certain categories of special contract employees.

Employment Procedure: All who apply and qualify for a position are accorded careful consideration, and selection is made on the basis of merit and fitness for the work.

Trial Period: Appointees who have not previously served a probationary or trial period in the government service must serve a trial period of one year during which their abilities and capabilities may be demonstrated. During this time, special effort is made to provide new employees with guidance and necessary training and to observe their work closely. If their services and conduct have been satisfactory they are retained.

Training: Assisting and training employees to become increasingly proficient in their work is primarily the responsibility of supervisors.

Transfers within CIA: When an employee for any reason desires a transfer to an office of the Agency other than the one in which he is employed, he must obtain the prior written approval of the office in which he is employed and report to the Chief of Personnel Relations, Personnel Branch, who will render all necessary assistance. [REDACTED]

STATINTL

#### IV PROMOTIONS, DEMOTIONS AND SEPARATIONS

It is the policy of the Central Intelligence Agency to fill vacancies whenever possible by the promotion or transfer of present employees. Promotion is subject to the existence of a suitable vacancy, and complete qualification of the individual in experience, personal achievement and demonstrated ability. For further information concerning promotions [REDACTED]

STATINTL

Demotions: No large organization is static, and demotion actions are at times administratively unavoidable. Normally in the event of demotion, the employee affected will be notified 30 days in advance in writing of the job in which he is to be placed, the salary he is to receive, and the effective date of the action.

When an employee is demoted for administrative reasons, his salary is determined by allowing him credit toward within-grade advances for all service previously performed in the grade to which he is demoted and in any higher grades previously held. Salaries in cases of demotions for disciplinary reasons are set at the minimum for the grade.

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If an employee is changed to a lower grade in order to permit him to accept a probational appointment, he is compensated at the salary in the lower grade which is nearest, but not in excess of, his present salary.

Any employee may appeal a demotion under the Agency's grievance procedure. (See "Grievances and Complaints", [redacted])

STATINTL

Involuntary Separations: Section 102, paragraph (c), of the National Security Act gives the Director of Central Intelligence the authority to terminate, at his discretion, the services of any employee of the Agency. The paragraph granting this authority reads as follows:

"Notwithstanding the provisions of section 6 of the Act of August 24, 1912 (37 Stat. 55) or the provisions of any other law, the Director of Central Intelligence may, in his discretion, terminate the employment of any officer or employee of the Agency whenever he shall deem such termination necessary or advisable in the interests of the United States, but such termination shall not affect the right of such officer or employee to seek or accept employment in any other department or agency of the Government if declared eligible for such employment by the United States Civil Service Commission."

The usual practice, however, is to separate permanent veteran employees for cause under the terms of section 14 of the Veterans' Preference Act of 1944, which provides for a notice of proposed action, an opportunity to answer the charges and the right to appeal to the Civil Service Commission. Non-veteran permanent employees are usually separated for cause in accordance with the Act of August 24, 1912, which requires the filing of charges and gives the employee an opportunity to answer the charges. Non-veteran employees do not have the right to appeal to the Civil Service Commission. However, in order to assure impartial review, an "Employment Review Board" has been established to examine certain cases of involuntary separation. [redacted]

STATINTL

Loyalty Board: In accordance with the provisions of Executive Order No. 9835, CIA has established a "Loyalty Board" to review and adjudicate any such cases that may arise. [redacted]

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#### V GRIEVANCES AND COMPLAINTS

An employee who is dissatisfied with his work relationships, working conditions, or the status of his employment, may appeal to the Director through the Personnel Relations Division for a settlement of his complaint or grievance.

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Before the facts of a case are presented to the Director for a decision, however, the employee should first obtain decisions in turn from (1) his immediate supervisor, (2) the Chief of his Branch, and (3) the Assistant Director or Staff Chief of the office in which he is employed. [REDACTED]

STATINTL

The services of the Personnel Relations Division are always available to employees having grievances and complaints.

#### VI EFFICIENCY RATINGS

The efficiency rating system has as its objective; efficiency, effectiveness, and economy. Efficiency must not be overlooked. It is concerned with results. The public interest comes first in the establishment and operation of the system but the employee's interests, especially fair treatment, cannot be divorced from the public interest.

Entrance Rating: An entrance rating is given an employee when he is first assigned to a position. If the employee has a current official rating based on work in a different position, he is given that rating as his Entrance Rating with the exception that, if his present rating is "Unsatisfactory", his Entrance Rating is raised to "Fair". If the employee has no current official rating, he is assigned an Entrance Rating of "Good".

Regular Rating: A regular rating, based on at least 90 calendar days of service, is required to be made six months after the employee is appointed or changed from one position to another, and annually thereafter. A Regular Rating is made for every employee six months after appointment, six months after each change to a position of a different service, class, or grade, and annually thereafter.

Administrative Unofficial Ratings: Such ratings are required only by administrative authority, usually when supervision changes. They have none of the legal characteristics of official ratings and are only of temporary value.

Notification of Ratings: Employees are notified of their ratings in terms of five adjectives; Excellent, Very Good, Good, Fair, and Unsatisfactory.

An "Excellent" rating is given when an employee is judged to be outstanding in all the important phases of his work and not weak in any phase; "Very Good", when an employee is judged outstanding in most of the important phases of his work and not weak in any phase; "Good", for an employee when his performance is fully satisfactory, although not outstanding as described above. This rating means that an employee met or slightly surpassed the requirements of his job.

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An employee is assigned a "Fair" rating when his performance in his job is not fully satisfactory. He has displayed little or no outstanding ability to compensate for weakness of performance. This rating will permit retention in the service without granting eligibility for periodic salary advancement and, further, if the employee is paid at a rate above the middle of his grade, will require reduction to the next lowest salary step. An "Unsatisfactory" rating is given employees who are weak in the most important phases of their work and whose rating is "Unsatisfactory" is not permitted to remain in his position. He may be separated from the service, reassigned, or demoted to a position for which he is qualified and in which satisfactory performance could be expected. If reassigned and not demoted, he is paid at the minimum rate in the new position; if he is demoted, he is paid at a rate not in excess of the middle rate for the lower grade.

- The efficiency rating is an evaluation of the employee's work performance, which is measurable by a standard of reasonable job requirements. The duties and responsibilities of a position must be established and understood by the incumbent of the position and his supervisor in order that the supervisor may judge fairly the degree of efficiency with which the duties and responsibilities are being performed.

Employee Safeguards in the Efficiency Rating System: An employee may request, in conformity with existing law, to inspect a record of the names and the adjective ratings of other employees of the Agency. This record is kept in the Personnel Relations Division. Also, an employee is permitted to inspect his own report of efficiency rating (Standard Form 51) or a copy thereof. He may appeal if he does not agree with the rating assigned him by the rating official. In addition, the Agency requires supervisors to discuss with employees all weaknesses of performance sufficient to require a "Fair" or "Unsatisfactory" rating at least three months prior to the time a rating is due.

- Appeal to Efficiency Rating Committee and Board of Review: An employee may request the Efficiency Rating Committee to consider changing his rating. If the Efficiency Rating Committee does not adjust the employee's rating to his satisfaction, or if the employee does not desire to appeal first to the Efficiency Rating Committee, he may appeal to the Board of Review. There is no appeal from the decision of the Board of Review.

- How to Appeal: Whether an appeal is direct to the Chairman, Efficiency Rating Committee, or the Chairman, Board of Review, the appeal should be in the form of a written statement prepared in triplicate. All appeals are submitted to the Chief, Personnel Branch and will contain the following information:

Appellant's name:

Organization unit in which the

Mailing address:

rating was assigned:

Classification grade in which rated:

Reason for appeal:

Date notified of efficiency rating:

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Time Limit: An appeal should be filed within 90 days after the employee is notified of his rating. However, an appeal addressed first to the Efficiency Rating Committee in no way jeopardizes an employee's right to appeal to the Board of Review.

Appeals are heard in order of their receipt, except that appeals from "Unsatisfactory" ratings filed within fifteen days after the employee receives notice of the rating, are given precedence. An employee will be notified of the time and place of the hearing of his appeal three days in advance of the date scheduled.

**Appellant Representative:** Each employee is entitled to have a representative of his own choosing serve as consultant or advisor and to appear with him at the hearing before the Board of Review.

**Evidence in an Appeal:** Oral and written evidence both are admissible in an appeal before the Board of Review. No evidence is received orally for the purpose of reaching a decision unless received in the presence of the appellant or his representative and the Department representative.

**Composition of Board of Review:** The Board of Review is composed of a member elected by the employees of the Agency, a member appointed by the Agency, and a Chairman designated by the Civil Service Commission. Alternate members are provided for principal members. Personnel desiring complete information on this subject should consult their Administrative Office, the Personnel Relations Division and study [REDACTED]

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## VII SALARY -- AWARDS AND REWARDS

The current salary rates authorized by the Classification Act, are contained in the "United States Government Salary Tables" published by the General Accounting Office. A copy of this table is available in every Administrative Office.

**Within-Grade Salary Advancement or In-Grade Promotions:** All new appointments (transfers, promotions, demotions, re-employment, re-appointments, and reinstatements are not considered new appointments) are required to be made at the minimum rate of the grade. An employee continuously employed without advance in salary for a period of 12 months (18 months if grade P-4, CAF-11 or above) will receive a within-grade salary advancement, provided his efficiency rating is "Good" or better and his conduct is certified to be satisfactory, until the maximum rate of pay for his grade is reached. Note: When an in-grade promotion is approved and processed a salary change will not occur until the first pay period following the effective date.

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Retirement Deductions: Six percent of each permanent employee's base annual salary is deducted for retirement purposes. Temporary employees (those serving under appointments limited to less than a year's duration) may have deductions taken from their salary if they have retirement status on the basis of previous Federal service.

Income Tax Deductions: Approximately 20 percent of an employee's salary, less personal and dependency exemptions, is withheld under the Revenue Act. If any change occurs in a person's family status (as a result of marriage, divorce, separation, death, or birth of a child) which would alter his claim to exemption, he should file a new Employee's Withholding Exemption Certificate, Form W-4. These forms may be obtained from your Administrative Officer.

Withholding of this tax from an employee's salary does not relieve him of the necessity of filing income tax returns each year.

Overtime: Approved overtime work will be paid at authorized rates or compensatory time off may be allowed.

Holidays: An employee must be paid holiday rates for approved work performed for that portion of his 8 hour tour of duty which actually falls within a 24-hour holiday period.

Pay Distribution: Salary checks are distributed every other Friday by the Payment and Leave Clerk of the Branch, Division or Office in which the employee works. Erroneous salary payments should be reported immediately to the Payment and Leave Clerk in order that prompt adjustments may be made.

Rewards for Superior Accomplishment and Suggestions: Any employee who makes a suggestion which is adopted for use in the Agency and has resulted or will result in improvement or economy in the operations of the Agency through monetary savings, increased efficiency, conservation of property, improved employee working conditions, better service to the public, etc. shall be eligible for consideration for a cash reward. The maximum award for any one suggestion is \$1,000.

Suggestions should be submitted to the CIA Management Officer, in duplicate.

An employee may become eligible for an additional one-step pay increase during each 12 or 18 months, as the case may be, on the basis of superior accomplishment. No pay increase for superior accomplishment may be made which would raise the employee's salary above the maximum for his grade. If a grade promotion resulting in a salary increase has been granted since the cause for the pay increase for superior accomplishment occurred, no pay increase for superior accomplishment will be granted in the new grade.

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"excellent" efficiency rating, but merit distinction among those who are given such a rating, is eligible for such an increase. The employee's supervisor and the other officials of his office must submit written evidence which clearly indicates the basis for such a recommendation.

No rewards mentioned are made to an employee for any performance which represents a part of the normal requirements of the duties of his position. (See [redacted])

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#### VIII ATTENDANCE AND LEAVE

Hours and Work Week: The basic work week for a full-time employee is 40 hours. Normal duty hours are from 8:30 a.m. to 5:00 p.m., Monday through Friday. One-half hour is allowed for lunch.

Tardiness: Under ordinary circumstances, unavoidable or necessary absence from duty of 30 minutes or less is either excused for adequate reasons or handled administratively by requiring additional work. If this privilege is abused, such absences are handled administratively by a charge against annual leave, or by disciplinary action. One hour may be charged against annual leave for any fraction of an hour's absence.

Holidays: The following days are observed as holidays by the offices of the Federal Government:

- January 1 - New Year's Day
- February 22 - Washington's Birthday
- May 30 - Decoration Day
- July 4 - Independence Day
- First Monday of September - Labor Day
- November 11 - Armistice Day
- Fourth Thursday of November - Thanksgiving Day
- December 25 - Christmas Day

Whenever a legal holiday falls on a Sunday, the following day is considered a holiday, provided the regularly scheduled work week does not include Sunday.

Leave -- General: It is the policy and responsibility of the Agency to encourage wise use of the leave privilege. [redacted]

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Annual Leave: Permanent employees are entitled to 26 days annual leave with pay each calendar year. This leave accrues at the rate of one day of leave for each bi-weekly period. Temporary employees (those appointed for a period not exceeding one year) are entitled to two and one-half days annual leave for each

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on a leave-with-pay status, provided he returns to duty. An employee on leave without pay because of injury received in the line of duty is not penalized; he is credited upon his return to duty with accrued leave covering the period for which he was paid disability compensation by the Bureau of Employee's Compensation.

Annual leave which is not used during the calendar year in which it is earned may be carried forward as accumulated leave for use in succeeding years up to a maximum of 60 days. During the emergency period which ended July 25, 1947, it was possible to accumulate an additional 30 days. Additional leave accumulated during that period may be carried forward until used.

Availability of Annual Leave: During the first year of government service, annual leave is available to permanent employee only in the amount which has accrued. After the first year, the total credit for a calendar year is made available to him at the beginning of that year. Annual leave granted in advance of its accrual and not earned during the remainder of the year must be liquidated by refund.

Annual leave becomes available to temporary employees only when it is actually earned.

Annual leave may be taken only with the prior approval of the employee's supervisor. The minimum charge for leave is one hour.

Sick Leave: Permanent and temporary employees accrue sick leave at the rate of one and one-fourth days each month. Not more than 90 days may be carried forward from one month to another.

Sick leave is granted to employees when they are incapacitated for the performance of their duties by sickness or are absent for medical examination or treatment.

When absent on account of illness, an employee must notify his supervisor on the first day of his absence, or as soon thereafter as possible.

A person requiring more than three consecutive days of sick leave should furnish a medical certificate within fifteen days after his return to duty.

Advanced Sick Leave: After a permanent employee has exhausted his sick leave, advanced sick leave totaling not more than 30 days may be granted in the event the employee has a serious disability or ailment, and only upon the understanding that the total advance will be charged to sick leave subsequently earned.

Leave Without Pay: Leave without pay may be granted an employee whether or not he has annual or sick leave to his credit. Such leave, however,

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Should an employee fail to return to duty after a period of leave without pay or to obtain approval for additional leave, he is separated from the rolls of the Agency by reason of "abandonment of position".

Maternity Leave: Maternity leave normally is not granted for a period in excess of six months. A medical certificate must accompany all requests for maternity leave.

Maternity leave may include accumulated sick and annual leave and leave without pay.

Court Leave: Court leave is granted to permanent employees for attending court as a witness on behalf of the United States or the Government of the District of Columbia, or for jury duty. While on such duty a permanent employee receives his regular pay and no charge against leave is made. Temporary, substitute or "when actually employed" personnel are not entitled to court or jury leave of absence with pay.

An employee may be regarded as in active duty status for court service and no leave charged if the value of the employee's testimony arises from his official capacity and he is subpoenaed solely because of and to testify in that capacity.

An employee who appears in court as a witness, plaintiff, defendant or juror should report the matter to the Executive for Inspection and Security prior to his appearance in court.

Terminal Pay: A lump sum payment is made for accumulated annual leave when an employee is separated from the Federal service, or when transferred between positions which are under different leave systems.

## IX RETIREMENT

An employee who has served five years or more in the Federal Civil Service and has been subject to the Retirement Act has a vested right to future annuity.

Disability Retirement: An employee who has completed five years of creditable service is eligible for disability retirement should he become totally disabled for useful and efficient service in his position or in any other position of the same grade or class. The disability must not be the result, however, of vicious habits, intemperance, or willful misconduct on his part. Applications for disability retirement must be made within six months after separation from service.

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Age Retirement: Employees subject to the terms of the Civil Service Retirement Act, with certain exceptions, are automatically separated for retirement at the end of the month following their seventieth birthday.

Types of Annuity: At time of retirement, an applicant for annuity has the right to choose one of three types. He may choose a "Life Annuity" which will continue during his lifetime; or, under certain conditions, retiring employees may desire to choose a "Reduced Annuity with Benefit to Widow," available to retiring male employees, or a "Reduced Annuity with Benefit to Person Named", available to unmarried male or female employees. Either of the last two types would decrease the annuity received during the person's lifetime, but would assure continued payment of the annuity after his death to a designated beneficiary.

Service Credit: Credit is allowed for all civilian service in the executive, legislative, and judicial branches of the Federal Government and in the District of Columbia Government.

Credit is allowed, also, for all active honorable military or naval service rendered prior to separation from a position under the Civil Service Retirement Act.

Voluntary Contributions: Employees under the Retirement Act may make voluntary contributions to the fund in order to purchase increased annuity. Such contributions earn 3 per cent interest compounded annually, and extra contributions will be paid to beneficiaries (or estate) with interest. Such contributions may be withdrawn only upon absolute separation from the service before eligibility for retirement or upon transfer to a position not within the purview of the Retirement Act.

Refunds: An employee who becomes absolutely separated from the service before he has completed an aggregate of 20 years of creditable civilian service under the government is entitled to receive a refund covering the entire period involved.

Complete details and rate tables are contained in the folder titled "Certificate of Membership in the U.S. Civil Service Retirement System -- Standard Form 105" which was furnished you. Also, you may consult your administrative officer or the Personnel Relations Division.

#### X INJURIES SUSTAINED ON DUTY AND COMPENSATION

Under the terms of the United States Employee's Compensation Act, civilian employees of the government are entitled to medical, surgical and hospital service for injuries incurred in the performance of official duties.

Obtaining Treatment: An employee who sustains an injury in the line of

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Employee should report to the Emergency Room for preliminary examination and first-aid treatment. Should the Emergency Room be closed, the employee may obtain treatment at the U. S. Public Health Service Dispensary, Railroad Retirement Building. If injury is sustained in the line of duty at a time when neither is open, treatment should be obtained at Providence Hospital.

Reporting to Supervisor: Any injury received by an employee in the performance of his duties should be reported to his immediate supervisor within 48 hours on Form CA-1, Employee's Notice of Injury. The supervisor prepares Form CA-2, Official Supervisor's Report of Injury. When completed these reports should be submitted to the Office of the General Counsel. It is important that the employee's report of his injury be made within 48 hours. Avoidable failure to comply with this requirement may result in disallowance of an employee's claim for compensation benefits.

Claims for Compensation: If an injury results in the incapacitation of an employee for a period of time, and/or partial or complete disability and medical services, or hospitalization, are required or time and/or wages are lost, a claim for compensation benefits may be filed on Form CA-4, Claim for Compensation on Account of Injury. Compensation Forms CA-1, CA-2 and CA-4 are obtainable from the office of the General Counsel.

An employee may choose between benefits under the Employee's Compensation Act and annuity under the Civil Service Retirement Act if he is eligible for each of them. He may select the greater benefit, but he is not entitled to compensation from both sources for the same period of time.

#### XI CREDIT UNION

The Federal Credit Union is a cooperative association of employees organized to promote thrift among its members and to create a source of credit for useful and provident purposes. It is chartered and supervised by the government through the Federal Deposit Insurance Corporation. All CIA civilian employees are eligible for membership in the Credit Union (which at present is located in Central Building.) Full membership rights are obtained by completing an application for membership and payment of a 25 cent entrance fee, and a minimum of 25 cents toward the purchase of a \$5.00 share in the Credit Union. A member may accumulate savings through the purchase of shares, participate in dividends on the basis of the number of full shares owned, and borrow money for any useful purpose.

The Credit Union is a non-profit association organized with the object of rendering service to its members.

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XII SAVINGS BONDS

Employees may authorize regular allotments from their salary to be applied toward the purchase of U. S. Savings Bonds. When allotments total the purchase price of a bond of the denomination desired, the bond will be delivered to him personally or sent to his residence by mail.

### XIII MISCELLANEOUS

Personal Mail, Visitors, and Telephone Calls: Employees will not have personal mail addressed to them at the office, nor will they permit personal visitors while at work. Outgoing personal telephone calls should be made through pay stations. When advertising in newspapers, an employee will not use a CIA telephone number for receipt of calls in connection with the advertisement.

Personal Status Changes: Employees should give immediate notice to their respective administrative officers of change of address; change of name due to court order or marriage; or change of home telephone.

Housing and Transportation: The cooperation of all Central Intelligence employees is solicited in the matter of listing available vacant rooms, apartments, or houses of which they have knowledge with the Personnel Relations Division. Every effort will be made by this Division to assist employees in obtaining adequate housing accommodations. Also, employees who drive and who have space for additional passengers are encouraged to notify the Personnel Relations Division.

Credit Reference: If an employee uses the Agency for a credit reference, he should have the inquiry directed to:

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Assistant Personnel Officer  
Central Intelligence Agency  
2430 E Street, N. W.  
Washington 25, D. C.

Writing for Publication: Any employee writing for publication, other than official business, shall prior to publication secure the approval of the Director of Central Intelligence by submitting a copy of the manuscript through the appropriate Assistant Director and the Executive for Inspection and Security.

Bulletin Boards: Bulletin boards are located in the buildings of the Agency and contain current information of a wide variety. Personnel Relations Division is responsible for material on these boards, and the approval of that office is required before any material may be posted.

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